



FAA Intercom

Runway Incursions Decreased in 2003

The FAA's Office of Runway Safety and Operational Services is distributing new educational materials to general aviation pilots and installing new automated systems at major airports to further reduce the chances of runway collisions.

The initiatives are just the latest in the FAA's continuing effort to improve runway safety, an effort that keeps paying off.

The office reported last month that the number of runway incursions dropped again in 2003, with the most serious incursions decreasing 52 percent over the last four years.

Significantly, there was none of the most serious "Category A" incursions involving two large commercial jets for the second consecutive year.

The statistics are remarkable considering there were 262 million takeoffs and landings from FY2000-2003. The FAA is nearing its Flight Plan goal of limiting the number of serious "A" and "B" incursions to 27 by FY2008.

To achieve that goal, the agency has its work cut out for it. It must continue to limit the number of runway incursions even as traffic grows steadily.

Two Trends Noted

The office noticed two incursion trends in the latest statistics divided along general *continued on page 15*

Employee Web Site Premieres



The new FAA employee Web site premiered Sept. 1.

The green screen is gone!

The administrator's goal of improving internal communications took an important step Sept. 1 when the FAA launched its new employee Web site. The familiar green screen of the FAA's Intranet homepage has been replaced with a redesigned screen that is sleek and easy to use.

Employee information that has been spread around the FAA Web site will now be consolidated at <http://employees.faa.gov>. For instance, information found on "ATO On-Line" and the "VOICE" Web sites will now be

incorporated under the FAA employee site.

The old Intranet site was not accessible by many employees, such as controllers. All employees will be able to access the current site from their home or work computers. Eventually, a firewall will be built on the new site that protects sensitive information from being accessed by anybody except employees. Employees will have a password to access this protected information.

The new site will contain the latest news about the agency. The recent internal communications report on which *continued on page 10.*

In This Issue:

Read about the findings of the ATO's Activity Value Analysis, a dramatic flight assist in New England, and the FAA's internal communications study.



Page 7. Open season for life insurance begins.



Page 10. Flight assist of the month.



Page 14. Taking safety to the airwaves.



Page 16. Cutting their losses.



News in Brief

Web-based OPSNET to Increase User Ease

The going will get a lot easier for employees in the Air Traffic Organization's terminal and en route service units responsible for inputting traffic and delay numbers into the agency's Air Traffic Operations Network (OPSNET) system.

Starting Oct. 1, the OPSNET system will transition to a Web-based program, becoming the official traffic count reporting system for the FAA. Both the format and the method for entering data will be changed to improve the ease of use, increase accuracy and save money.

Employees will be able to input data on a real-time basis using any computer with Intranet connectivity. Data inputters had been using stand-alone computers that were expensive to maintain and prohibited real-time entry. Transition to a Web-based system will save the agency \$750,000 as a result of eliminating stand-alone computers and their maintenance.

Employees at smaller facilities also will be able to use Web-based OPSNET to input their data, or they may continue to use the OTTER telephone interface.

Facilities that wish to preview the new site and input test data may obtain log-in information and a password from their manager for tactical operations.

Fellowship Applications Due

Applications for the second year of the FAA-International Civil Aviation Organization's Fellowship program are due Nov. 5.

Last year, the administrator inaugurated the program for FAA employees. Three fellows were chosen to work for periods of up to one year at ICAO headquarters in Montreal.

For more information, access <http://employees.faa.gov> and click on



The OPSNET traffic and delay data site is now accessible from all FAA computers.

“Jobs, Pay & Benefits,” “Education & Training,” and “FAA/ICAO Fellowship Program.”

Seeking the World's Best Technology

FAA employees involved in research and development are urged to compete in the “World's Best Technologies (WBT) 2005” national competition. WBT showcases seed and pre-seed stage technologies developed at universities, federal labs, and federally supported research and development institutions.

The deadline to apply is Nov. 21. As many as 75 technologies will be selected at a conference next March. See www.wbt05.com for more information.

For more information, contact Deborah M. Germak at (609) 485-9862 or e-mail deborah.germak@faa.gov.

Utah Airport Project Gets Fast-Track

The FAA has committed to speeding up the process used to approve a Utah airport project. The project, which entails building a new airport in St. George, is one of six that Secretary of Transportation Norman Y. Mineta has put on a fast-track approval process.

“Common-sense streamlining and a commitment to protecting our environment can shave years off the process,” said Woodie Woodward, associate administrator for Airports, at a ceremony at St. George Municipal Airport.

The new airport would provide improved aviation services and employment opportunities for local residents. The plan calls for a state-of-the-art complex that includes a terminal building, aircraft parking aprons and parking lots.



Woodward briefs an audience on a streamlining project in St. George, Utah.



Debating the Laws of Space

Laura Montgomery, a senior attorney in the FAA's Office of the Chief Counsel, tackled tough legal issues dealing with commercial



Laura Montgomery

human space flight in a cover story for *The Federal Lawyer* magazine.

In "Space Tourism and Informed Consent: To Knowingly Go" in the July issue, Montgomery highlights language in

pending legislation that would require a person to assume personal responsibility for the risks he or she takes in traveling into space.

The bill would require informed consent from passengers. Passengers would be unable to seek damages for loss or injury, or look to the government to cover personal litigation risks.

The law also would require an FAA-licensed launch operator to notify the passengers of the risk inherent in launch or reentry. Montgomery noted that the FAA is discussing with industry many issues that would arise if the legislation were adopted.

Human Resource Award Named after Employee

The Office of Human Resource Management unveiled its new "Dot B. Tharnish Award for Human Resources Excellence" at its employee appreciation ceremony on Aug. 24.

The award is named after the Mike Monroney Aeronautical Center's human resource management officer who died of cancer in March. It will recognize

an outstanding human resource employee committed to customer service. Attending the ceremony were Dot's husband, Doug, and sons Chris and Dan.

Also unveiled were two new awards for length of service and special acts.

Managers' Association Schedules Training Conference

The FAA Managers Association will be holding its 24th annual Gathering of Eagles training conference in Las Vegas, Nev., Oct. 24-28.

Training this year will focus on three areas, two of which are priorities for FAA management: improving



communication and performance management. Additional training will be provided on managing change.

Among the speakers will be Russ Chew, chief operating officer of the Air Traffic Organization; Bill Davis, ATO acting vice president for safety; Ventris Gibson, assistant administrator for Human Resource Management; representatives from AOPA, NBAA, American Airlines, America West Airlines and Southwest

Airlines as part of the customer panel; and Robert W. Poole Jr., director of transportation studies for the Reason Public Policy Institute.

Featured on the FAA/ATO panel discussion will be Paul Sheridan, area director for Western Flight Service Operations; Rick Day, acting vice president for En Route and Oceanic Services; and Charles Keegan, director of the Joint Planning and Development Office, among others.

Administrator Marion Blakey has been invited to close out the convention as a guest speaker at the banquet.

Access the association's Web site at www.faama.org for hotel reservations and other information (click on "Convention 2004").

Clarification

The Technical Women's Organization's mentoring program highlighted in last month's edition is held in conjunction with the Professional Women Controllers organization and is called the TWO/PWC Mentor Program. Following are the contacts for the program:

Headquarters

Sarah Pekich (202) 267-8399
Barbara Brown (202) 267-8990

Northwest Mountain

Cindy Bentson (425) 227-1116
Kelly Dodge (425) 227-2328
Connie Coleman-

Lacadie (425) 227-2065

Southwest

Trish Autry (817) 222-4232
Terri Waterman (405) 954-3085

Western-Pacific

Michelle Davis (310) 725-6630
Marcie Thomas (310) 725-3443



ATO Takes a Long, Hard Look at Itself with Activity Value Analysis

The process of formulating the agency's facilities and equipment budget involved 175 separate steps and 26 oversight offices.

State-of-the art software and equipment often is delivered to the field with incomplete documentation, forcing delays and duplication of effort in the field. There is no central focal point for managing the funding of training for controllers and technicians within the ATO.

These were just some of the 39 findings collected over the last six months as part of the ATO's Activity Value Analysis (AVA) effort. Some of these findings won't be surprising to employees; other information might well raise some eyebrows.

Either way, the findings and recommendations made by the AVA team are just the tip of the iceberg. The team has turned over a mountain of data to ATO vice presidents and directors that could be used to streamline and improve the organization's business processes.

The AVA goal was to identify all of the products and services produced by ATO employees at Headquarters, the William J. Hughes Technical Center, Mike Monroney Aeronautical Center, and various field facilities, and study how useful they were to their users.

The AVA identified 159 ATO products and services. Eighty percent of all ATO employees worked on 73 of these products/services. Because of resource limitations and the sheer volume of data, the ATO categorized the 73 according to their cost and value to their customers. Of

those 73, 11 were identified as of special interest and were further analyzed as part of a "deep dive" study.

As the AVA team briefs each line of business, region and center about its findings, ATO management is taking action on the specific recommendations made about the 11 deep dive product/service areas and "slicing and dicing" other data to make further changes.

For instance, the ATO's Finance Services unit is developing policies to standardize facilities and equipment budgeting process to reduce its cost. It's also establishing performance measures to make sure that FAA programs are funded according to how valuable they are to users.

The ATO is modifying its software maintenance model to use high-speed data transmission to deliver complete systems to the field, thereby reducing redundant efforts. It's also considering unifying the fielding of systems under one unit, rather than the current two, to improve coordination.

ATO training is being consolidated under Dennis DeGaetano, vice president for Acquisition and Business Service unit, who is expected to work with the agency's chief training officer to better manage training and its funding.

Officials in each ATO service unit are encouraged to move beyond the initial 39 recommendations and analyze other areas of their operations for possible improvements. Bruce Johnson, vice president of the Terminal Services unit, already has agreed to analyze four additional areas of his operation for cost and performance improvements beyond fulfilling the six recommendations from the "deep dive" analysis.

The complete AVA study is available on-line at www.ato.faa.gov.

The AVA Top 10 List

The AVA study recommended that ATO management focus on the following 10 areas. Each deals with at least one of three themes: customer impact, business efficiency, and financial culture. They are not ranked and the list does not imply that the 29 other recommendations can be ignored.

- Weather: *Focus weather management, planning and resources*
- Airspace Design: *Quantify/pursue capacity gains*
- Flight Inspection: *Analyze/pursue changes to inspection intervals*
- Field Operational Support: *Standardize help desk*
- Engineering Support: *Assess variation in service unit approaches*
- Acquisition: *Establish criteria/requirements for "tailoring"*
- F&E Budget: *Establish and manage performance accountability*
- F&E Budget: *Reengineer sub-processes*
- Shared Services: *Pursue IT and HR recommendations*
- Engage customers in business plan process



Internal Communication Lacks Strategy, Clarity

Internal communications at the FAA is unstructured with vast amounts of information presented to employees without strategy, often leading to confusion and frustration.

That was one of the two principal findings by Insidedge, a consultant that interviewed more than 225 employees, managers and executives about the effectiveness of communications in the agency. Insidedge recently provided Administrator Marion Blakey and her leadership team with a comprehensive report that details the research findings and provides preliminary recommendations for improving communication within the agency.

The second chief finding was that FAA employees are searching for a clear vision of the future and want details about how future change is going to affect them as individuals.

"These findings will come as no surprise to leaders and employees," said Ann Melinger, an Insidedge team member. "This is useful information that should help the FAA improve the way it communicates with its employees."

These findings were echoed in employee comments on the agency's e-mail suggestion box (see story at right).

Insidedge has identified a series of strategic guideposts for improving internal communication:

- ◆ Consistently communicate to employees about actions that are being taken as a result of their input/feedback.
- ◆ Provide more targeted, pertinent communication through fewer vehicles, while supplementing the written word with more face-to-face communication.
- ◆ More consistently equip upper-, mid-level and front-line managers with information

they can communicate, while ensuring they have excellent communications skills and holding them accountable for communicating.

- ◆ Leverage the appropriate regional and business line executives as communicators of the vision, positioning them as knowledgeable leaders and providing them with the authority and information to communicate.

- ◆ Improve the visibility of executive management in the field and draw upon them as active listeners and

communicators.

- ◆ Ensure that communication is timelier by staying ahead of the news cycle and other public disclosures.

- ◆ Broadly and consistently recognize and celebrate the positive impact that employees have on aviation.

- ◆ Define and clearly explain the vision for the future, and share it consistently and repeatedly with employees.

In the second phase of the communications project, Insidedge will collaborate with the FAA to build a communications plan aimed at supporting the overall success of the agency by improving the flow of information to and from employees.

Insidedge will continue to look to employees for feedback, first by forming several employee "challenge teams" comprised of employees who will provide feedback on how the communications plan is working. Employees, managers, supervisors, and representatives of employee associations who are selected to join these teams are encouraged to take advantage of this unique opportunity.

The report can be found at <http://employees.faa.gov/>. In Phase III, the FAA will partner with Insidedge to implement the communications plan developed in Phase II.

E-mail Suggestion Box is a Hit with Employees

The FAA's electronic "suggestion box" proved to be so popular that management has decided to keep the mailbox open for at least another month.

The suggestion box received more than 200 e-mails from employees, with 70 messages arriving on the first day alone. Based on the e-mails sent, it is clear that employees share concerns over a variety of issues. They include:

- ◆ A lack of individual accountability.
- ◆ An environment that inhibits open, honest communication.
- ◆ Managers and supervisors who are ill equipped to lead and communicate with their team.
- ◆ The overuse of e-mail as a communications tool.
- ◆ A lack of a formal internal communications process and structure.

Employees made several recommendations:

- ◆ Create an environment that encourages more frequent and open communication between managers and their teams.
- ◆ Provide communications and leadership training for first- and second-line managers.
- ◆ Develop a communications structure and process that ensures efficient and timely dissemination of information, particularly to the field facilities.
- ◆ Streamline communications to reduce "information overload."
- ◆ Encourage communications across facilities, regions and lines of business.
- ◆ Develop more frequent opportunities for employees to share their feedback directly to upper management.

Management is considering these recommendations. Employees who have additional comments about how to improve internal communications may e-mail them to 9-AWA-FAA-Communications-Comments@faa.gov.

insidedge



People

Block Joins Regions/Center Office

John R. Block has been named deputy assistant administrator for Regions/Center Operations, managing regional business enterprise services and cross-functional teams.

Block comes from the Transportation Security Administration, where as director of aviation operations he supported aviation security programs at more than 445 airports across the nation. Previously, Block was a consultant in logistics, acquisitions, training, training development, and human resources.

Block served as the director of aviation training programs for the U.S. Air Force. He was a military command pilot, flight instructor, and flight examiner with more than 4,300 hours in T-37, T-38, T-43, and C-130 aircraft, including more than 450 combat flying hours.



John R. Block

Keegan to Lead JPDO

Charlie Keegan, vice president of En Route and Oceanic Services in the Air Traffic Organization, has been asked to spearhead the Joint Program Development Office (JPDO).

Keegan helped in organizing the JPDO when it was created to develop the air transportation system for the year 2025 and beyond. The FAA is partnering in the

JPDO with the DOT, NASA, the Departments of Defense, Homeland Security, and Commerce, the White House Office of Science and Technology Policy, and with public and private sector experts.

John Kern, the former JPDO director, remains with the organization to continue its outreach program. Rick Day will serve as acting vice president of En Route and Oceanic Eastern Area Operations.

New Personnel Director Named

Sue Engelhardt has been named director of personnel in the Human Resources Management Office.



Sue Engelhardt

Engelhardt had been director of the civilian personnel office in the Defense Information Systems Agency, where she was responsible for supporting 6,000 civilian employees worldwide. She was involved in all areas of human resources, including operations, policy development and oversight, and rightsizing.

She started her career as a personnel management specialist intern with the Department of Navy, and worked as a labor relations specialist for the Navy, Army and Defense Logistics Agency.

In 1998, she was selected for the Defense Leadership and Management Program, a competitive program of joint civilian leadership training and education.

FAA Picks Five for Legal Jobs

The FAA has expanded its legal office to meet many new issues that have arisen as aviation and the agency evolve.

Daphne Fuller has been named assistant chief counsel for airports and environmental law, a position she has held in an acting capacity since last November.

Rebecca MacPherson has been named assistant chief counsel for regulations. Richard Saltsman has been named assistant chief counsel for litigation.

Two new positions have been created. Barry Bevacqua has been named deputy chief counsel for operations, in which he will be responsible for all aviation enforcement, airports and environmental law, and labor and personnel law matters.

LeAnne Faulkner has been named assistant chief counsel for administration, where she will oversee law office management and business planning.

Davis Named to Acting Position

Bill Davis, director of Runway Safety and Operational Services, has been picked to serve as acting vice president of Safety Services for the Air Traffic Organization.

He replaces Jim Schear, who recently resigned to take a vice president's position at US Airways.



Bill Davis

continued on the next page



FEGLI Open Season Runs through Sept. 30

In Memoriam

Willie Hunter, a senior electronic technician at the New York NAS Implementation Center, died last month at the age of 79.

His government career spanned 57 years, including 49 years at the FAA. During that time he played key roles in establishing or replacing towers, TRACONS and other equipment at many of the major air traffic control facilities in the Northeast



Willie Hunter

United States. He guided the installation of every operational radar in operation in the region today, as well as hundreds of ILS/VOR navigation aids. The projects he worked on, and the people he touched during his career are too numerous to detail here. He excelled in developing new employees, thereby preparing the agency for loss of expert technicians like him. His expertise is evident in numerous performance awards, two Special Act or Service Awards and a Key Award for Excellence.

The Federal Employees' Group Life Insurance Program (FEGLI) is offering its first open season since 1999 to celebrate its 50th anniversary.

Employees have through Sept. 30 to enroll in FEGLI, and increase or change current coverage without having to take a physical examination or answering any questions about their health.

Retirees are not eligible to participate unless they have been rehired in a position that makes them eligible for FEGLI.

Employees who already participate in FEGLI and don't want to change their status do not have to take any action.

The types of coverage will be the same as currently available. They include:

- ◆ Basic coverage – equal to the annual basic pay, rounded up to the next \$1,000, plus \$2,000. An employee must elect or already have Basic to elect any optional coverage.

- ◆ Option A – Standard, in the amount of \$10,000 (provides an added \$10,000 of coverage).

- ◆ Option B – Additional, in an amount from one to five times the annual basic pay.

- ◆ Option C – Family, in an amount from one to five multiples of coverage for a spouse and eligible children. Each multiple is equal to \$5,000 for the death of a spouse and \$2,500 for the death

of each eligible child.

Sept. 1, 2005 is the earliest date that coverage selected during the open season will be effective. Employees begin paying premiums for new coverage only when the coverage becomes effective.

To enroll or make changes during the open season, a new FEGLI form — FE-2004 — must be submitted to an employee's Human Resource Management Division.

The form, along with other information, is available at www.fegli2004.opm.gov.



Hispanic Heritage Month Observance 2004

The FAA is saluting the achievements of its Hispanic American employees during Hispanic Heritage Month in September.

This year's theme, "Hispanic Americans: Making a Difference in Our Communities and Our Nation," reflects the promising contributions Hispanic Americans will make to the nation's communities, both culturally and economically. The increasing influence of Hispanic Americans in U.S. society is evident in demographic figures issued last year by the U.S. Census Bureau that make Hispanics the largest

minority group in the United States at almost 39 million strong.

The theme also salutes the many Hispanics serving in the armed forces at home and abroad, especially in Iraq and Afghanistan. It also recognizes the many contributions Hispanic employees at the FAA have made and are making to the agency's goals.

Employees are encouraged to watch for heritage events sponsored by the Department of Transportation and by the Capital Chapter of the National Hispanic

Coalition of Federal Aviation Employees.

The Capital Chapter of the National Hispanic Coalition of Federal Aviation Employees is planning a program Sept. 21 in the Headquarters Auditorium. Sandra Sanchez, the ATO's vice president for communications, will give opening remarks.

For more information, contact J. Carlos Manduley at (202) 385-8127, or by e-mail at carlos.manduley@FAA.gov.



HR Fans out to Support Employees

While awaiting results of the Flight Service Stations A-76 competition selection, which will come in the first quarter of calendar year 2005, employees are feeling understandably anxious about their futures. For this reason, FAA human resource and management officials are now fanning out around the country — even as far as Hawaii and Puerto Rico — to provide information to all those affected by the competition. Site visits will continue from Aug. 15 through Oct. 31.

FAA officials are providing support and assistance, particularly information on retirement, entitlements, and other benefits specific to the A-76 process.

Personnel records have been reviewed so they accurately reflect years of service and veterans' preference for each employee.

"I encourage employees to take full advantage of information provided by the teams conducting the site visits," said Ventris Gibson, assistant administrator for Human Resource Management, "We value employees' input, which will help us ensure that we are responsive to employees' needs over the coming months, she said."

Administrator Marion Blakey sent a letter to all employees promising to take



Jim Washington, vice president for Flight Services, discusses the A-76 process with employees at the St. Petersburg AFSS in Florida.

the necessary steps to address their concerns during this time of change.

The National Association of Air Traffic Specialists — the union representing Flight Service Station employees — and FAA officials continue to finalize negotiations on procedures that will guide any reductions in staffing and other concerns relating to this transition.

Currently, proposals from the Most Efficient Organization, in conjunction with Harris Corp; CSC; Lockheed Martin; Northrop Grumman; and Raytheon are being evaluated based on a series of 21 metrics to ensure quality and savings.

However, the final award will be based on a "best value" offer, not simply a lowest bid. Technical factors, quality of the

service, and the ability to provide savings of at least \$ 478.5 million over a 5-year contract are among the requirements for providers. "The ability to meet technical requirements will be the most important component of a winning proposal," said Joann Kansier of the Office of Competitive Sourcing, which is responsible for managing the A-76 competition.

The agency is now in the evaluation process and cost proposals were submitted Sept. 2. Based on the number of proposals and the amount of work remaining to complete the review, an award decision will be made no earlier than Jan. 1, 2005 and no later than March 17, 2005. Once an award is made, there will be a 6-9 month phase-in period.

FAA Convenes First Regional Tribal Consultation Meeting

Officials from the FAA's National and Regional Tribal Consultation met for the first time in Washington, D.C., for a consultation workshop.

Regional administrators appointed the officials as part of the agency's commitment to ensuring proper government-to-government consultation with Indian Tribes. Administrator Marion Blakey's order to regional administrators to appoint the officials places the FAA in the vanguard of federal agencies with regard to tribal consultation. The order includes procedures for ensuring tribal concerns

are considered when the agency makes decisions about projects, programs, and policies that affect Indian tribes.

The consultation appointees also met with White House officials and were given a tour of the Eisenhower Executive Office Building, including the ornate Indian Treaty Room.

So far, the FAA is the only mode in the Department of Transportation that has developed consultation procedures. The agency is working closely with the Bureau of Indian Affairs.



National and Regional Tribal Consultation officials meet for the first time in Washington, D.C.



Technical Operations

Reorganization to Address Future Workload

Faced with funding and personnel shortages at a time when its workload is increasing, Technical Operations is reorganizing to become more efficient.

Steve Zaidman, vice president of the Technical Operations service unit, said the reorganization is being undertaken in a way meant to minimize the burden on employees. "Technicians shouldn't see

The plan calls for reevaluating how the agency maintains equipment and making the most out of current remote maintenance monitoring processes. In addition, the ATO's en route, terminal, and systems operations units will prioritize their maintenance needs according to how critical a piece of equipment is to the National Airspace System.

Technical Operations is working with Gene Juba, the ATO's vice president



Ed Moy



Jo Tarrh



Teresa Hudson

much impact as we transition into our new structure," he said.

Pending approval from the Human Resources Management Office, Technical Operations will consolidate Oct. 1 under three areas to which the nine regions will report. The idea is to flatten the Technical Operations organization to reduce management layers and to help focus employees on their core mission of NAS certification, maintenance, and restoration by minimizing administrative tasks.

Zaidman emphasized that Technical Operations will retain its local points of contact to ensure there is no negative impact on customer service.

To save money, policy and support functions that previously had been located in each region will be increasingly focused over time at the three service areas. Zaidman described the transition as a series of "two degree turns instead of 90 degree turns."

for Finance Services, to devise a "charge-back" or price transferring budget mechanism. In essence, this will be a service plan in which the air traffic units reimburse Technical Operations for the work it does.

Technical Operations has been facing an increasingly difficult working environment. It is charged with maintaining more than 40,000 pieces of equipment at thousands of sites with fewer tools and people to do the job.

While acknowledging the frustration of his employees, Zaidman praised an organization that has managed to keep 99 percent of equipment operational on any given day. Citing the dedication of his employees who worked through Hurricane Charlie, Zaidman said, "We didn't have to tell anybody to stay on the job."

Tech Ops' New Look

Technical Operations has been reorganized into three new areas. Following is information on where the new areas will be headquartered and what regions will report to them.

The directors of the new areas are also listed. Technical Operations is identifying managers for technical services, engineering and mission support under each service area director. They will be announced after approval from Human Resources Management.

Western Service Area

(Covers the Alaskan, Northwest Mountain and Western-Pacific Regions. Office in Los Angeles, Calif.)
Director - Ed Moy

Central Service Area

(Covers Central, Great Lakes and Southwest Regions. Office in Ft. Worth, Texas)
Director - Jo Tarrh

Eastern Service Area

(Covers Eastern, New England and Southern Regions. Office in Atlanta, Ga.)
Director - Teresa Hudson



Maintaining Altitude and Attitude during a Crisis

Ken Hopf, a controller at the Boston Consolidated TRACON, has handled numerous flight assists, "but none of them quite as dramatic" as the one on Aug. 9.

The assist was special in the way that Hopf and his TRACON coworkers handled a fluid situation that at times seemed under control, then began to take on increasingly serious twists.

The voice of the pilot heard on the TRACON tapes is that of a young woman. Her father, the pilot, had collapsed at the controls of a Piper Malibu. Her mother, in the rear seat, is trying to revive her husband while the young woman radios for help.

Hopf, following textbook procedures, ascertained that the woman has limited flight experience on a Piper Cherokee, but none on a Malibu, which is a big step up in terms of complexity. She wanted to return to the airport at Laconia, N.H., where her flight originated.

Hopf had the pilot execute some turns to gauge her abilities. "The only thing I was thinking about was that she maintained her composure and she [understood] the things she needed to do," he explained.

Hopf kept her in the vicinity of the airport while asking questions in a voice that had an obvious calming influence on the pilot. "There were times when I asked her questions where she didn't understand and I just moved right on. I thought to myself, 'Ken, you're getting too technical.'"

Eventually, Hopf grew confident that the pilot could maintain altitude and headings. "We just needed to work through all the details involved in landing the airplane," he said.

About 10 minutes into the assist, Hopf was instructing the pilot about throttle control when the pilot said her mother had collapsed in the rear seat. "Her emotions really pitched up," Hopf recalled.

His immediate assumption was



Ken Hopf, shown here working at the old Manchester Tower, performed a flight assist with an inexperienced pilot.

carbon monoxide poisoning. "I no longer have the luxury of working with her," he recalled thinking. "We need to do something immediately."

After ascertaining that air vents in the plane were open, Hopf guided the pilot to within eyesight of the airport and helped her begin the descent. The fact that the pilot was familiar with Laconia Airport was a plus, but neither the pilot nor Hopf were familiar with the Malibu, so they guessed that the descent should proceed at about 100 knots.

"I reiterated numerous times how important it was to fly the airplane until it came to a complete stop," Hopf said. In a similar situation years earlier involving a friend, the plane had landed dead center on the runway, but the inexperienced pilot had relaxed and the plane shot off the runway and overturned.

The pilot followed through beautifully, landing the plane dead center on the runway and coming to a stop without injuries, fatalities or damage to the craft.

Hopf credits his training and "going back to my basics as a flight instructor" for the flight assist.

New Employee Web Site Goes On-line

continued from front page

the agency will rely to improve dialog between management and employees made its debut on the Web site (see related story on page 5). The site also contains information about emergency preparedness, the on-line library and telephone directory, and plain language guidance.

By clicking on "Jobs, Pay and Benefits," employees can find the latest job postings, notices on compensation and benefits, and links to education, training and survey sites.

"Employee Services" includes information on the employee assistance program, travel policy and forms, and contact information for regional and center services.

The "Work Tools" link contains finance-related information, guide to legal writing, a search page for FAA forms, anti-virus downloads and information technology.

"Plans and Performance" is where the Flight Plan, business plans for each line of business, and performance/accountability reports are found.



Behind the Scenes at O'Hare Negotiations

The recent negotiations concerning delay problems at Chicago O'Hare International Airport contained enough ingredients to create a promising stew, or a bitter soup that could have poisoned important relationships with vital industry partners.

Peter Challan, the ATO senior vice president for Transition; and Andy Steinberg, the FAA's chief counsel, lead an FAA team that included Linda Schuessler and Brian Meehan through two weeks of discussions that played off of the "positive tone" that Administrator Marion Blakey tried to set from the start.

But if too many cooks can spoil the broth, then these negotiations could have soured from the start. Representatives from 23 airlines, the Chicago airport authority, the Departments of Justice and Transportation, and other FAA organizations — each with their unique positions — participated in the talks.

Complicating the discussions were antitrust laws that prevented the FAA from negotiating with airlines as a group.

The need to negotiate independently "made it very, very cumbersome and protracted," said Challan.

The FAA's authorizing statute also requires a court reporter to transcribe the proceedings, which formalized them in a way that slowed the process even further because participants felt the need to put their many issues on the record.

While at some level the airlines understood the need to reduce delays, they balked at the goal of no more than 86 arrivals per hour set by the FAA. "We spent an inordinate amount of time explaining that," Challan said.

The FAA's challenge was balancing the many issues facing its partners, including the impact of rising fuel costs, aircraft capacity, conflicting claims between legacy carriers and smaller airlines, the need to maintain service to small communities, the airport authority's plan to reconfigure O'Hare, and FAA procedural and technological operations.

The tightrope that Challan and

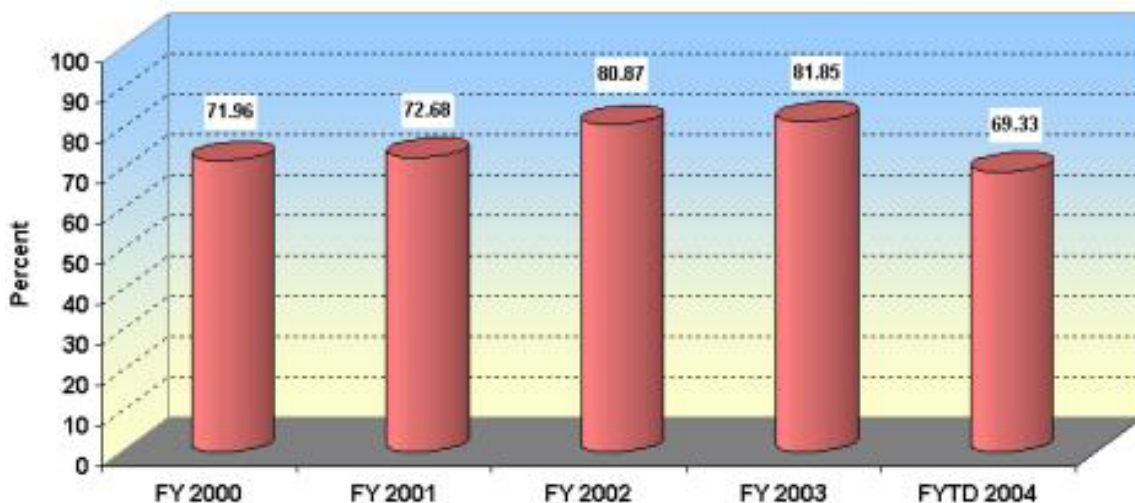
Steinberg walked was the administrator's bottom line: ensuring a significant reduction in delays. That the tightrope almost snapped when the computer model of airport delays produced by Mitre Corp. to assist in the negotiations showed that the airlines were not proposing schedule changes that would significantly reduce the delays.

Tenacity as much as flexibility were the prime factors in reaching compromise.

"We're pleased the process worked," said Steinberg. "A voluntary outcome was what we wanted all along and is certainly preferable to regulation."

Challan feels confident about the results. Beyond the 20 percent reduction in average daily delay minutes that are expected from the solutions, Challan noted that the 34 percent reduction in average number of delays greater than two hours would prove to be "significant to the flying public." He also noted that eliminating significant peaks in traffic will make operating in and out of O'Hare much smoother.

On-Time Gate Departures at Chicago O'Hare



O'Hare's rate for on-time gate departures in FY2004 to date is well below the system-wide on-time arrival goal of 82 percent.



Making (Air) Waves over Air Safety

When it comes to aviation safety, some people walk the walk and others talk the talk. In the case of Kathleen O'Brien and Jeff Acord, they do both.

O'Brien, safety program manager at the Long Beach Flight Standards District Office, helped establish a Web-based talk show that focuses on aviation safety. For four years as host of the "Perspectives in Aviation" talk show, she has spread her gospel of aviation safety: "Safety has to be a personal issue supported by education."

O'Brien hopes the broadcasts will make aviation more transparent to people inside and outside the industry. For 30 minutes each week, she chats up experts on a wide variety of aviation topics.

Linguists have discussed the importance of English competency; a nutritionist has touched on the importance

of proper diet and how food consumption can affect a pilot's decision-making process; aviation writers have expounded on instrument and private pilot training. "We're in a partnership with every other person who works in aviation," O'Brien said.

Jeff Acord, one of O'Brien's recent partners, agreed, noting that listeners have access through the show to "so many people involved in aviation."

O'Brien asked Acord, a controller from the Southern California TRACON, to co-host the show about a year ago. "Jeff is somebody who is remarkable in his love for aviation," she said. His profession brings an important insight to the show, O'Brien added.

Considering his line of work, it's not surprising that one of Acord's chief focuses is improving communications between controllers and pilots. "Even with all the high technology on both sides of the fence, the only link we have right now is the radio. Technology with radios isn't keeping up," he said.

Acord seems to have struck the right chord with listeners, both in airplanes and on the Web. He is often recognized by pilots he has served. "I have people who recognize my voice from working in the Bracket Tower in Laverne (Calif.) 20 years ago," he said.

His one message to aviators? "Educate yourself as much as you can about the entire system and know what your limitations are."

Having talked that talk, Acord has walked the walk. He has never been involved in an aviation accident in 22 years as a pilot.

Coming up Oct. 4 will be a show in which e-mailed questions are answered live, with perspectives offered from both sides of the controller-pilot perspective.

In November, a call-in show on English competency issues is scheduled

with Dr. Marjo Mitsutomi, one of three language experts who fashioned the English competency scale that the International Civil Aviation Organization has adopted as the standard for international operations.

Another live show is planned about the sport pilot rule.

Perspectives in Aviation Safety airs every weekday at 5:30 Eastern Time with a new show posted each Thursday. Listeners interested in a specific show or topic can access them through the show's archives at www.talk2k.com.

FAAer Sets Aviation Speed Record

Jeff Acord likes to keep his aviation plate filled. When he's not handling traffic out of the Southern California TRACON, or co-hosting aviation talk shows, Acord is setting aviation speed records.

Last Oct. 7, Acord and his friend, Dr. Jim Blasingame, set a new world speed record in a Beechcraft Bonanza on a roundtrip flight between San Diego, Calif., to Tucson, Ariz. They flew the route in just under 3 hours and 45 minutes, averaging a speed of 194.55 mph. The National Aeronautic Association and the Federation Aeronautique Internationale sanctioned the flight as a world speed record.

Aircraft are divided by weight class and pilots may pick any city pairs (200 kilometers for a national record and 400 kilometers for a world record) in the world. Existing records in a weight class must be beaten by 1 percent.

Acord noted that the majority of records in his weight class (3,858 to 6,614 lbs) are point A to B. He expects his roundtrip record to last awhile.



O'Brien and Acord host an aviation safety talk show on the Web.



Flight Plan: Safety

FAA to Tap MyBoeingFleet.com

The FAA now has access to the aviation industry's leading business-to-business Web portal.

In July 2002, Boeing and the FAA Flight Standards Service created a pilot program to assist the airlines in fulfilling their obligation to provide information to the FAA in a form acceptable to the agency. The pilot program provides selected Flight Standards regional offices with access to MyBoeingFleet.com Web site.

Boeing uses the Web site to distribute its overhaul, maintenance and component manuals. Flight Standards employees who oversee carriers that fly Boeing aircraft will have instant access to these manuals when they're doing their jobs. The manuals are updated easily so that inspectors will have the latest information.

"This is an excellent example of how the industry and government can work together to improve our shared responsibility in ensuring aviation safety," said Jim Ballough, director of FAA Flight Standards.



An FAA contingent flew a Capstone II-equipped plane to Elfin Cove. They included (from left) Terry Gordon, Jim Gardner, Sabatini, Rick Girard, Greg Holt, Willis Simmons, and Melody Millard.

Sabatini's Alaskan Trip Focuses on Safety

Nick Sabatini's visit to Alaska last month was a timely one considering Alaska Governor Frank Murkowski declared August as Aviation Safety Month.

Sabatini's trip came at a time that the general aviation accident rate in Alaska through July 31 had improved 21 percent compared to the same period last year. Reducing aviation accidents in the state is one of the key elements of the FAA's Flight Plan.

Sabatini briefed employees at the Juneau Flight Standards District Office (FSDO) about his office's goals and clarified Regulation and Certification's integration by citing how the Juneau FSDO works with the Anchorage Aircraft Certification Office on Capstone Phase II.

As part of the Capstone Phase II briefing, the FAA group flew to Elfin Cove on a turbine-powered Capstone II-equipped DeHavilland Otter. The Southeast Alaska visit also included an ADS-B ground vehicle demonstration, as well as a visit to a helicopter tour operator.

Sabatini also held an all-hands meeting. Ted Kohlstedt, an engineer in the Anchorage Aircraft Certification Office, said he appreciated learning that Sabatini also "struggles" with using labor distribution reporting.



Jim Ballough, Flight Standard Services director, and Wayne Maxey, Boeing's regulatory and industry liaison, awards a team of Boeing and FAA employees for successfully implementing a pilot program to grant FAA Flight Standards access to MyBoeingFleet. The team included (from left) Steve Douglas, Ballough, Barbara Lickiss, Eileen Hoy, Mary Fobes, Alan John, Lou Mancini, Brian Lund, Linda Fogle, Kenny Kaulia, and Maxey.



Recognition

The American Helicopter Society selected the **FAA's Rotorcraft Damage Tolerance Research program** to receive its 2004 Harry T. Jensen Award. The FAA-led research team earned the award for their research on rotorcraft structural integrity.

Melchor Antunano, M.D., director of the FAA's Civil Aeromedical Institute was named president of Aerospace Medicine Association (AMA), which represents the fields of aviation, space, and environmental medicine.

The AMA awarded the 2004 Theodore C. Lyster Award for Outstanding Achievement in the Field of Aerospace Medicine to **Jon L. Jordan**, M.D., the federal air surgeon. It also gave **Nestor B. Kowalsky**, M.D., regional flight surgeon for the Great Lakes Region, its Boothby-Edwards Award for outstanding research and/or clinical practice directed at the promotion of health and the prevention of disease in professional airline pilots.

The **Information Media Division/Video Production Team** teamed with the Aerospace Medical Education Division to win a "Telly" award for the video, "Pilot Fatigue in Aviation." The video educates viewers about how fatigue can become a major element in aviation accidents.

Pictured are members of the team that won a "Telly" award for helping to produce an FAA video.



The **Rotorcraft Directorate's Safety Management Group** in Fort Worth, Texas, became the first organization in the Aircraft Certification Service to become ISO certified. The International Organization for Standardization gives its ISO-9001 certification as an acknowledgement of an organization's superior level of quality,



Ruth Leverenz, assistant administrator for Region/Center Operations, joins Scott Horn, manager of the Rotorcraft Directorate's Safety Management Group, and David Downey, Rotorcraft Directorate manager, to celebrate the group's ISO-9001 certification.

safety, efficiency and reliability.

Aircraft Certification Training Program Manager **Adele Ewing** received the International Society of Performance Improvement (ISPI) Award of Excellence for her work on a training program for new Aircraft Certification employees.

Two FAA fellowship students working at the William J. Hughes Technical Center showcased research results from the FAA-Drexel Fellowship Program.

Abubaker Ahmed's presentation was entitled "Formation and Growth of Multiple-Site Fatigue Damage in Aircraft Fuselage Lap Joints." **Bao Mosinyi's** was entitled "Extended Fatigue Testing of High-Usage Aircraft Fuselage Structure." Both research projects support the FAA's aging aircraft research program.

The Office of Accident Investigation gave its annual award for outstanding Flight Standards District Office (FSDO) to the **Portland (Ore.) FSDO** and outstanding division award to the Eastern Region Flight Standards Division.

Kim Erkman, a contracting officer in the Great Lakes Region Logistics Division, received the Small Business Administration's Veteran Small Business Champion of the Year Award. The award recognizes Erkman's commitment to advocacy of veteran supplier issues through active participation with local veteran and service-disabled veteran businesses.



Kim Erkman



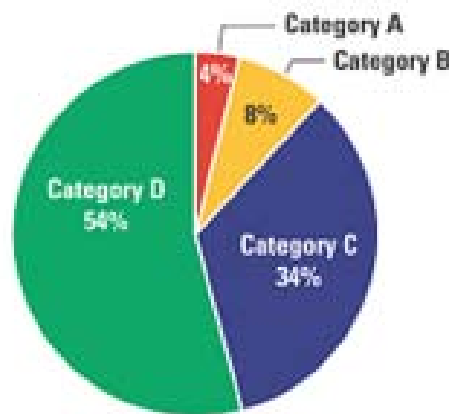
FAA Nears Goal for Runway Safety

continued from front page

aviation and commercial aviation flying.

Controller operational errors played a bigger role in runway incursions at the nation's 35 busiest airports that predominately handle commercial operations, compared to the national average for all towered airports (32 percent at the 35 airports compared to 23 percent for the national average). In an effort to help turn around this trend, the FAA has installed the Airport Movement Area Safety System at 34 of the busiest U.S. airports to alert controllers to potential runway collisions. It also plans to install Airport Surface Detection Equipment at another 25 airports by September 2009 to similarly benefit controllers.

Conversely, pilot deviations at the 35 busiest general aviation airports



**Breakdown of Runway Incursions
According to Severity**
(A is most severe, D is least severe)

accounted for 64 percent of runway incursions, compared to 57 percent for the national average.

To address this trend, the safety office has developed a DVD and brochure to educate general aviation pilots about avoiding runway incursions. The DVD — which features famed aerobatic pilot Patty Wagstaff — has been sent to flight instructors and pilot examiners to show as part of their training. The Office of Regulation and Certification helped distribute the DVD.

The guide, "A Pilot's Guide to Safe Surface Operations," was distributed at the Oshkosh show and mailed with the August issue of *AOPA Pilot* to 400,000 subscribers, most of them general aviation pilots.

It's a Bird, It's a Plane, It's a ... Flying Car?

If there's one thing the FAA doesn't need to worry about during a summer of awful weather and congested airports, it's flying cars. But far from worrying about it, the FAA encouraged college and high school students to design a *Jetsons*-type family car of the air.

The FAA's William J. Hughes Technical Center and NASA have worked for years to encourage students' interest in science. This year, the FAA's Aviation Education Program joined in the effort to disseminate an invitation nationwide to college and high school students to submit ideas for a practical flying car as part of their 2003-2004 aerospace vehicle systems high school student competition.

Shelia Bauer, the FAA's aviation education manager, announced the winners at this year's Oshkosh Fly-in.

Virginia high schools dominated this year's competition, with the best

overall entry coming from Ryan Olson at Southwest Virginia Governor's School in Dublin, Va.

There was a first-place tie between Brian Yung's hybrid STOVL design (Bergen County Academies in Hackensack, N.J.) and Robert Briggs from Clover Hill High School in Midlothian, Va.

Inter-classroom teaming was encouraged, as was inter-school teaming. Traditional science fair competitions were modified to use the flying car concept as a category. Submissions needed to incorporate at least some of the following elements: conceptual design of a vehicle; a study of the ground systems needed to support transportation using the vehicle; a study of the propulsion system and fuel sources that might power the vehicle; noise issues that might arise surrounding use of the vehicle; and cost analysis of vehicle manufacture and maintenance.

The 2005 competition has been announced. Access <http://avst.larc.nasa.gov/competitions.html> for more information.



The Centuria design, rendered above, was submitted by Virginia Tech and Loughborough University in the United Kingdom.



Dealing with Weighty Issues

Two FAA offices recently held contests in which all the losers won.

At the beginning of summer, 61 Cleveland Center employees signed up for a weight-losing competition that was aimed at trimming their waists and reducing some of the insulation they'd built up over the winter. Some 34 employees at Eastern Region headquarters participated in a similar exercise called the "Great Fat-Off."

The Health Awareness Program at both locations sponsored the events, which went beyond mere weight loss to focus on overall physical health.

Faith Wlodarsky, an occupational health nurse, helped Cleveland Center run its contest. Wlodarsky was excited to be part of the effort because many employees forget her office has a role in promoting health, not just a regulatory role (her office checks the medical certificates of controllers). She viewed the contest more as a fitness competition than a weight-loss one, because some of the participants wanted to increase their muscle mass, a healthy way of putting on weight.

"Good health and fitness," is the way Jeannie Rafferty, the Eastern Region's



Rafferty and Losinno flank the winners of the Great Fat-Off. The winners were (from left) Gordon Harper, Pat Conza, and Patricia Henn.

nurse, explained the Great Fat-Off. That's why her office decided to give out two prizes: one to the person who lost the most amount of weight and one to the person who lost the greatest percentage of body fat. "You can actually lose a lot of weight and not lose body fat, because you lose lean muscle," she explained.

Wlodarsky and Rafferty held additional events to shore up their programs' muscle. A health fair at the Cleveland Center included stress management education, bone density reading, and information and displays about breast and testicular cancer.

Rafferty and Nancy Losinno from

the Employee Assistance Program organized a discussion club around a weight-loss book as a support group to deal with the stress of weight loss, as well as the lifestyle issues that arise while trying to lose weight.

Sharon Bouchonville, a controller, won Cleveland Center's fitness challenge, losing 12 pounds, 2.7 percent of her body fat, and nearly 29 total inches from her waist, thighs, bust and hips. Pat Conza, administrative staff specialist, lost the most weight at Eastern Region headquarters, and Gordon Harper in the Aviation Information and Services Division won for most body fat lost.



Sharon Klupenger, a personnel management specialist at the Cleveland Center, gets her blood pressure checked by an unidentified student nurse.

FAA Intercom

Diane Spitaliere
Manager, Media and
Internal Communications Division

Jim Tise
Editor
Tel.: (202) 267-3443
Fax: (202) 267-5591

Barbara Downs
Editorial Assistant
Tel.: (202) 267-3438

Published monthly by
The Federal Aviation Administration
Office of Public Affairs
Media and Internal Communications
Division, APA-300
800 Independence Avenue, SW
Washington, D.C. 20591

The *FAA Intercom* is available on-line at
www.faa.gov/newsroom/Newsletter.cfm.
For circulation/distribution questions,
call (202) 267-8735.